

8 April 1957

Chief, OAM Staff (DD/S Area)

Chief, Business Machines Service

Proposed Revised Qualifications Analysis Procedures

1. At the present time, the Machine Records Division prepares, quarterly, a series of listings labeled Employee Qualifications Registers. These listings are utilized by the Office of Personnel, Qualifications Analysis Branch, as indexes in determining whether or not there are, within the Agency, employees possessing the qualifications specified in requests for personnel made on placement officers.
2. As Office of Personnel procedures route all requests for personnel through the Qualifications Analysis Branch, and the qualification registers are designed to reflect the background of all Agency employees, use of the registers is supposed to reduce the necessity of recruiting new personnel by identifying specific employees who could, by transfer, be used in filling requests.
3. The effectiveness of these procedures is limited, however, because of the following shortcomings:
 - a. The information contained in the registers is not current, for two reasons:
 - (1) The registers are prepared quarterly and consequently in many cases do not reflect current position, office or grade.
 - (2) The coded qualifications are frequently incomplete or obsolete, as changes are not generally processed against the files.
 - b. The documents used in establishing the files originally were coded by a special task force and the files now appear to contain a large number of erroneous codes.
 - c. The number of qualification codes which can be punched for any one employee is limited. Language, area knowledge, and pre CIA work experience codes are limited to five each. College majors and CIA work experience codes are limited to three each.
 - d. Considerable clerical time is consumed in filling requests. For example, assume a request is received for a male, GS-9 to 11, who speaks Russian fluently and has a good area knowledge of Germany. This request would be processed as follows:

~~SECRET~~
~~SECRET~~

~~CONFIDENTIAL~~

- (1) From the "language" register, record the employee numbers of all grade 9's and 11's reflected under the "Russian" code.
- (2) Compare the recorded employee numbers against the "Germany" code group as listed on the "area knowledge" register, eliminating those not listed.
- (3) Compare the remaining numbers against the "master" register in order to obtain names.
- (4) Check the names against the latest alphabetic status listing to verify grade and obtain office.
- (5) Prepare a typewritten list of the qualified employees for return to the placement officer.

In addition to the above steps, employee files are frequently pulled to verify the coded qualifications before submission of the final list.

4. The Office of Personnel is cognisant of the lack of (and the erroneous) information in the qualification files and has initiated a program to re-establish the files on the basis of a complete review and recoding of each employee's personnel file and, thereafter, an annual review of additional or deleted qualifications or training as reported on supplemental material. The recoding will be done by the Qualifications Analysis Branch. This branch, however, probably will not be able to absorb the recoding job on a permanent basis unless it can be relieved of the clerical time now expended in filling requests. The program anticipates that this type of clerical work will be eliminated by establishing the new files so that they can be searched mechanically.

5. The proposed new files would consist of a master card for each employee, which would contain employee number, name, grade, office, sex, marital status, etc.--primarily static information. In addition, there would be a series of detail qualification files, such as a language file, an area knowledge file, CIA work-experience file, etc., each card of which would contain employee number, type of file, and qualification code. One employee would appear in each qualification file as many times as he had different codes for that type of qualification i.e., if an employee knew eight different languages, his employee number would appear in the language file under eight different codes. The master file would be retained in employee number sequence. Each individual qualification file would be maintained in employee number sequence within qualification code.

6. Requests would be forwarded from placement officers through the Qualifications Analysis Branch, where the essential qualifications would be coded, and then to Machine Records Division. They would be processed by selecting the group of cards containing the most essential qualification code specified on the request; areas matching these cards against secondary qualification code decks by employee number, selecting equals; and finally matching the

~~CONFIDENTIAL~~

CONFIDENTIAL

remaining selected qualification cards against the master file, selecting equals. The selected master cards would be screened further by sorting on factors punched in the master cards, and the resultant selected employees would be listed on a fixed format. The machine listing would be returned, through channels, to the placement officer initiating the request.

7. The processing of requests would be handled by the Personnel Branch of Machine Records Division. This branch now prepares, in addition to the quarterly qualification registers and numerous monthly reports, several other quarterly reports. Some of these reports are spaced to cover 3 month periods instead of calendar quarters, so that the monthly workload is fairly evenly distributed throughout the year. As the proposed revised qualification files would require daily processing, the machine and personnel time gained by discontinuing the present quarterly reports could not be utilized to absorb the proposed daily procedures.

8. On the basis of the average number of requests now being handled by the Qualifications Analysis Branch (40 per month) it is estimated that the Machine Records Division will require one additional employee to maintain files and process the same average number of requests. However, because of the increased amount of qualification information which will be available and the accessibility of this information through machine processing, the number and types of requests may increase substantially. In this event, it is anticipated that the Machine Records Division will require a second additional employee before any appreciable number of such requests could be processed.

9. Although adoption of the proposed revised procedures would result in an increase in both manpower and expense, the Office of Personnel feels that the value to the Agency of the current information which would be available, and the accessibility to this information through machine processing, will more than offset the costs of such increases.

10. In view of the advantages which could be realized by converting the qualification screening procedures from a manual to a mechanical basis, it is recommended that the T/O of the Machine Records Division be increased by one position to enable this division to absorb the daily workload which will be created by the conversion of the system; that the possibility of the future need of a second additional position in Machine Records Division be recorded.

[REDACTED]

25X1A9a

[REDACTED]

CONFIDENTIAL